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An Analysis of the Relationship between Organisational Culture and Turnover Intentions of Library Personnel in Private University Libraries in South-South, Nigeria

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ABSTRACT

The study investigated an analysis of the relationship between organisational culture and turnover intentions of library personnel in private university libraries in South-South, Nigeria. The study adopted correlational survey design. The population of the study was 113 library personnel that comprised 39 professionals, 46 paraprofessionals, and 28 support staff. The instrument used for data collection was researcher developed questionnaire. The on-the-spot mode was adopted in the collection of data. A total of 103 copies of the 113 copies of questionnaire were retrieved which amounted to 91.15% return rate. The descriptive statistics of Pearson Product Moment Correlational Coefficient (r) (PPMCC) were used to analyse data derived from the research questions. Linear regression analysis was used to test the null hypotheses at a 0.05 level of significance. The result shows that there is no relationship between organisational culture and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It shows that the correlation coefficient (r) is -0.60. This is an indication that there is a negative high relationship between organisational culture and turnover intentions of library personnel. The study recommends that private university library management should revisit some of their policies and working conditions to ensure that they are favourable to the library personnelandprotect their interest and well-being.

KEYWORDS: *Organisational Culture, Turnover Intentions, Library Personnel,Private University Libraries, South-South, Nigeria.*

INTRODUCTION

The sustainable growth and advancement of a university library as an organization are heavily reliant on the perception and efficiency of the library staff. However, the ability of library personnel to provide effective service to library users is always a deciding factor in their employment. This poses a great threat for human resource professionals in libraries, particularly university libraries, who are faced with the superhuman task of providing library and information services to a diverse clientele while retaining experienced library personnel. If high turnover rates exist in these library institutions, the challenge of human resource management may be exacerbated. However, the reality is that it has become a huge challenge for human resource managers in many industries to retain their

employees for a longer period of time and reduce employee turnover. In light of this, a major parameter for any university library to achieve its core value is the state of its university education in terms of quality staff retention.

REVIEW OF RELATED LITERATURE

Private Universities Libraries

Private university libraries are libraries established and run by private universities to provide their clientele with information materials. . These types of libraries are essential in providing the information materials necessary for academic establishments to develop fully successful individuals who have a beneficial influence on national development. (Sobalaji & Ogunmodede, 2015). According to Alexander (2020) stated that in comparison to the general institutions, a private library is one that is cared for by private proprietors. For this study, private university libraries are libraries that are established in the university libraries and maintained by private individuals. Private institution may also be seen as those libraries that are not run by the Government and, although they are subject to Government regulations, they are free to set their policies and goals. In the same vein, Clark (2015) stated that private universities are corporations operating under state laws. In this context, a private university is described as a degree-granting institution established and funded by a private individual or corporate body. These libraries were established to serve their clients' information and research requirements. Examples of the users are students, lecturers, staff, and communities.

The private university libraries are to supports the university in the areas of learning, teaching, and research. The private university libraries are referred as the powerhouse of any academic organisation, and they have a special place in the scheme of higher learning. Onifade, Ogbuiyi and Omeluzor (2013) noted that libraries are not just stores of knowledge, but also dispensers of knowledge, as private university libraries are seen as an integral part of the institution's vast instructional endeavor; without them, no significant academic effort can be carried out. As a platform for national growth, library facilities enhance information

and skills for positive productivity. If education is to be effective, private university libraries have a bigger role to play in shaping and creating a happier individual and healthier community.

The private university libraries' duties are to service the parent body's information requirements; hence, the basic aim of a private university library is to act as a nexus for information, where users may gain the necessary knowledge to stay current. On the other hand, Sobalaje and Ogunodede (2015) in their study roles of the academic library, stated that the private university library's primary function is to gather, process, retain, and disseminate informationA private university library is critical to providing information resources that enable the academic institution to generate fully successful individuals who may effetively affect national growth. (Sobalaje & Ogunmodede, 2015). According to Onifade, Ogbuiyi, and Omeluzor (2013) observed that the library's information resources include the internet, textbooks/monographs, reference sources, theses/dissertations, government publications, conference/seminar papers, oral history, reference inquiries, and magazines. Additionally, they listed the services provided by private university libraries to fulfill the demands of library patrons. These include bibliography and document delivery, loan service, selective dissemination of information, consultancy service, and reference service.

In Nigeria, private university libraries are indispensable, since they help private universities achieved their organisational goals in the face of high competition in the country. Nigeria's establishment of private education has indeed progressed through two historical periods: the first was under President Shehu Shagari's administration from 1979 to 1983, and the second was under President Olusegun Obasanjo's administration from 1983 to 1999. Some private individuals took the risk of founding private universities. The geopolitical zone of the South-South is the epicenter of higher education in Nigeria, with a considerable number of private universities. According to Stephens in NUC (2020), the region is entitled to 14 private institutions, with three (3) more newly licensed but yet to open.. The following are the fourteen private universities in the South-South geopolitical

zone: Obong University, Ritman University, Arthur Javis University, Admiralty University, Edwin Clark University, Michael and Cecilia Ibru University, Novena University, Western Delta University, Benson Idahosa University, Igbinedion University, Samuel Adegboyea University, Wellspring University, Pamo University of Medical and Rhema University.

However, the funding of the libraries in these universities is different from public university libraries. In the sense that, public university libraries are been manage or funded by state or federal government while private university libraries funded by their fund been generated from the institution. In line with this, Ahmed (2015) stated that private universities are financed by tuition, fees, gifts from individuals, businesses, and foundations, endowment earnings, and certain Government appropriation.

Meanwhile, the efficacy of private university libraries is highly dependent on the dynamic and competent library personnel to render effective service delivery to the library users. Library personnel in private university libraries are critical to ensuring the long-term viability of library facilities in every organisation. Personnel contributes to the organization's performance as both individuals and members of working groups. In a private university library, personnel are the most valuable resource. They are librarians, para-professionals, and supporting staff that provides different services in the various units in the library. These personnel play a significant role in the success or failure of numerous academic libraries. As a result, it is correct to state that the success or failure of an organisation, such as a library, is determined not by materials, machinery, or facilities, but by the personnel's willingness and ability to put forward their best efforts to do their job efficiently (Babayi & Ijantiku, 2016). However, the degree to which these can be achieved is dependent on several factors, including job satisfaction, favourable working environment, personnel motivation, organisatonal culture, right leadership style among others. In addition, the absence of these factors may cause a high turnover and lower organisational productivity.

The reality is that it has become a huge challenge for library managers in many private sectors to sustain their staff for extended period of time and reduce employee turnover. This growing level of staff turnover results in private university libraries increases the cost of recruitment and decreases the productivity of the organization (Anwar & Shukur, 2015). Like every other organisation, employee turnover has become a serious worry for many library managers, particularly in developing nations such as Nigeria, where there is a rise in labor mobility for one cause or another. There is a possibility that turnover may destabilize private libraries and make them less effective in accomplishing their goals. Although, it is commonplace to see librarians move from one library to another within a short period, thereby leaving most of the libraries with the need to recruit and train new librarians from time to time. Perhaps, it can reasonably be argued that losing a highly-skilled librarian may have disruptive implications for the private university library such as service delivery, re-hiring, and re-training new library personnel.

Notably, there is a need for effective and dynamic personnel who can translate the library goal into practice, and they are the feature activators and service providers in academic libraries. Babayi and Ijantiku (2016) posited that one of the most critical tasks that library management must complete at all levels of the library, both higher and lower cadre, is the recruitment of suitable personnel. Staffs who are dependable, trustworthy, attentive, intelligent, professional, dedicated, and attractive should work better more efficiently than those who are incompetent, dishonest, unskilled, and lazy. Personnel at private university libraries contribute significantly to the achievement of library goals and priorities, which cannot be emphasized.

The private university library is faced with numerous challenges which include inadequate fund, lack of space, power outrage, insufficient internet access points, inadequate copies of library materials for users, and the limited number of library personnel to minimize cost. Private universities are, therefore, tasked with the herculean responsibility for rendering prompt and

adequate information services for research and teaching in these universities amidst the low number of personnel found in these libraries. Bearing in mind that the achievement of every private university library is dependent on the commitment of its personnel towards organisational goals and willingness to remain on the job.

Turnover Intentions in Private Universities Libraries

Turnover also commonly referred to as labour turnover has been defined by Molefakgotla, Ntebogan, and Katlego (2014) as the rate at which employees leave the employment of an organisation. If a huge number of workers leave the organization soon after recruitment, it will be said that the organization has a high labour turnover. Taye and Getnet (2020) defined Turnover as a worker's migration into and out of an organization. Idiegbeyan-ose, J., Aregbesola and Eyiolorunshe (2019) sees turnover as the flow of manpower into and out of an organization. It is the deliberate departure of a worker from an organization with a view of not returning. In this context, turnover intention in libraries means employees' personal and voluntary intent to leave the job permanently shortly.

Turnover can rise because of certain conditions such a poor working conditions, poor leadership, boring, tedious, or risky jobs, poor industrial relations, location of the factory, low remuneration, no prospect, and most importantly wage disparity. Labour turnover is usually calculated as the percentage of the number of employees leaving the employment and the number of employees on the payroll. The important fact to note is that high labour turnover is very undesirable due to the associated cost, which include the expense of replacing the employees that left the services of the organization which include the cost of advertisements to scout for qualified applicants; cost of interviews such as transport claim, refreshment and sometimes accommodation; loss of the cost of training the workers that left the services of organizations. Such costs are very high because occasionally staff may have attended an overseas course with his full salary and other allowances; loss from low productivity by newly engaged staff. This may lead to poor quality products which can scare customers or cause loss of goodwill already built-up; loss as a result of increased wastage, spoilage, and in some cases more breakdowns of machines because of engagement of new hands to handle the machines; loss in form of cost of training the newly employed staff.

Notably, labour turnover is an important aspect of library personnel job performances. OECD Economic Outlook (1999) has found that about 10-15% of workers leave their jobs every year. An increase in the rate of turnover in organisations, library personnel inclusive has increased over the years. Labour turnover exerts influence on both workers and organizations. Turnover disrupts library staff from learning all the skills they need to learn on a particular routine job. Workers may find it difficult to specialize in a career. Libraries may lose job-specific expertise, have production disruptions, and pay costs associated with hiring and training new employees. However, new employees may be more educated, more talented, and possess higher initiative and passion than departing employees. (Ugbam, Onwumere & Ibe 2012). However, this is just a probability that new workers may be better than workers that quit. Whichever the case, turnover does not happen in isolation.

In yet another line of thought, it should be first noted that turnover can happen voluntarily and involuntarily. Library staff can be sacked (involuntary) while others may quit on their own (voluntary). Whichever the case, turnover may have devastating effects on library establishments. The sacking of some employees in the library may negatively affect the job performance of other library staff. On another hand, Idiegbeyanose (2018) found that when library employees are dissatisfied with their employment and library management lacks faith in them, library employees' intention to quit increases, they leave the library, and their job tenure decreases. Explaining more, Belete (2018) noted that "if workers perform diligently but do not receive the rewards they expect, they frequently consider leaving the organization; if job performance is high, employees are rewarded or job satisfaction increases, which encourages employees to stay in the organization for a longer period of time; however, if job performance is low, employees consider leaving the organization ".

Unarguably, there are certain indicators of turnover intentions among personnel, numerous scholars regard considerations to leave present work or profession as the most direct and reliable determinant of real turnover (Van der Heijden, Peeters, Le Blanc, & Van Breukelen, 2018). The theory of planned behavior has been applied to a broad variety of fields and has proved its use in forecasting future career behavior, including employee turnover (Van Breukelen, Van der Vlist, & Steensma, 2004). As a result of the planned behavior theory, the present contribution uses considerations to leave work as the most direct predictor of occupational turnover.

Indeed, when employee very frequently considers leaving their present work, a cause for concern arises. It is however important to note that consideration to leaving a workplace is different from consideration to leave a profession. It is normal for people to consider leaving their present work but when many people checked out for job advertisement, then it is an indicator of high employee turnover.

One notable means of calculating employee turnover intentions is by checking out how many times an employee looked out for job advertisements on newspapers, televisions, and radio. Workers, according to Scheiner (2020) in the modern-day employee are aspirational; they are willing to search advertisements in quest of a firm that meets their aspirations. This is particularly true in today's competitive employment market when businesses recognize that putting employees first is the surest way to attract top talent. Therefore, when employee constantly checks out advertisements on newspapers or entrepreneurial pursuit, it is an indication that they are thinking of quitting.

Entrepreneurship pursuit was defined by Freedman (2020) as a persistent pursuit of a solution, a singular unwavering concentration on solving a problem or doing something fundamentally different than it is done now, with the goal of accomplishing something better than it has ever been done before and continually pursuing progress. This means that entrepreneurial pursuit is seeking an improved career or business development. It is simply the pursuit of newer opportunities career-wise. However, few studies have researched how entrepreneurial pursuit can directly influence employee turnover intentions. Entrepreneurial pursuit can predict turnover intentions as well as compromised work values and limited responsibility on current job.

When work is either too much or too small, workers are more likely to quit. Commenting in this regard, Anania (2020) noted that good employees are typically capable of accomplishing more than they are initially assigned, which may be a problematic dilemma. That degree of competence can result in a person being asked to perform more work than they can manage, which may lead to long hours and unhappiness at producing more than the rest of the team, which can finally lead to burnout. Alternatively, talented individuals may accomplish their jobs and face hurdles when they request more work; the lack of purpose on the job can be just as harmful as being overworked. Therefore, enhancing work engagement may be one of the most effective strategies for slowing the rate of voluntary turnover (Nel & Linde, 2018). There is evidence that shows that high levels of job engagement result in reduced levels of voluntary turnover. More so, low levels of work engagement are an indicator of turnover (Bailey, Madden, Alfes, & Fletcher, 2015). Poor job engagement is a predictor of real employee relocation to other organizations. No doubt, low work involvement is a global problem. Employee may be dissatisfied with their job especially when work values are compromised then they desire for greener pastures.

Everyone desires greener pastures. The desire for enough resources, enough social space, encouragement and equipping for our calling, compatibility with our worldview, and an accurate appraisal of our worth should not be disregarded or neglected. Most employee, at some point, gets dissatisfied with our current job and crave for something simpler, more productive, or more pleasurable. This is not rare. When confronted with such a need, some succumb or brush it off and remain put. Others seek greener pastures which invariably leads to actual turnover.

It is important to note that workers think they have more alternatives accessible to them as a result of the improving economy and job

market – and hence the potential to demand better compensation from their present employer or a rival. Compensation is the key reason why 20% of US workers intend to explore their professional possibilities, more than any other factor. Similarly, 35% of employees say that, despite accepting a lesser wage when they began their present employment, they should be compensated more now (HR Daily Advisor, 2017). By implication, employee turnover intention could be a product of job dissatisfaction.

This refers to dissatisfied or adverse sentiments regarding one's job or work environment. Perceived desire to leave one job for another has generally been measured as a person's level of job dissatisfaction. A large body of empirical evidence does demonstrate a modest relationship between job dissatisfaction and turnover. However, Holtom, Mitchell, Lee, and Inderrieden (2005) have argued that to emphasize job dissatisfaction as the main factor behind turnover may be incomplete and limited. Thus, Oluwafemi (2013) maintained that convenient disclosure of personnel job dissatisfaction through turnover intentions measure would be more valuable than making a remedial move after real turnover had happened. Job dissatisfaction has been found to increase turnover intention (Picincu, 2020). However, the consequence of low work satisfaction extends beyond the likelihood of high turnover. Job dissatisfaction and occupational hazard are linked to high turnover intention.

Tasks that are too difficult, excessive work, inadequate time, a personnel shortage, excessive working hours, irregular shift work, all constitute the common occupational hazards library personnel may face. occupational hazards may be detrimental to a library personnel's physical (Espnes, 2008), as well as mental (Van der Ploeg, & Kleber, 2009). On an organizational level, high levels of occupational hazard have been associated with increased employee absenteeism, high turnover rates, and decreased productivity (Mosadeghrad, 2013). Occupational hazards lead to work stress which impairs one's ability to pay attention, concentrate, make sound judgments, and make decisions. Occupational stress is also associated with a decrease in care quality, as it results in a lack of sympathy for

patients and an increase in the occurrence of errors and practice errors. Between occupational stress and work happiness, a substantial adverse link was discovered. Stress at work may also contribute to an increase in burnout. Additionally, some research discovered a link between employee occupational hazards and unfavorable working condition can lead to quit their jobs (Mosadeghrad, 2013).

Perceived working circumstances have a variety of negative consequences on employee attitudes, such as plans to leave. Poor working conditions have been linked to plans to quit, according to research. They exposed to dangerous working circumstances are more inclined to voluntarily quit their present employers, and if the employer does not take the required steps to improve working conditions, workers will not abandon their withdrawal intentions (Cottini et al., 2011). As a result, the relationship with working conditions cannot be overstated. It is critical to highlight, however, that workplace conditions can have a range of good and negative effects on employee outcomes such as turnover intentions, which linked to many variables including wage disparity.

Wage disparity is described as disparities and imbalances in the compensation of employees, even though they work for the same employer. Additionally, it might be viewed as a notable disparity in the salary of one employee compared to another. It refers to the relative inequalities in employees' average gross earnings. Ogbeide and Agu (2015) define wage disparity as the unequal distribution of resources among members of a certain group, economy, or society. Wage discrepancy is described as disparities and imbalances in the compensation of employees, even though they work for the same employer. Additionally, it might be viewed as a notable disparity in the salary of one employee compared to another. It refers to the relative inequalities in employees' average gross earnings.

Wage disparity is very common in private organizations and libraries are no exception. Notably, turnover intentions can rise because of perceived wage disparity among employees. This is because wage disparity was already pinpointed as a variables affecting the turnover intentions of employees. Gaps still

exist in regards to how some of these pinpointed antecedents of turnover affect the turnover intentions of workers.

Organizational Culture and Turnover Intention

The term "organizational culture" refers to the underlying ideas, assumptions, values, and modes of interaction that contribute to an organization's distinctive social and psychological environment. An academic library's organizational culture is characterized as its shared norms, values, and beliefs. Values serve as the foundation for organizational culture and are obtained either from the organization's leaders or through organizational traditions, the latter of which results in more robust and durable values.

Additionally, organizational culture may be defined as the distinctive approach in which a company accomplishes its goals. Purcell, Kinnie, Hutchinson, Rayton and Swart (2003), as referenced by Nanzushi (2015), define organizational culture as a set of common views about what is essential, what behaviors are significant, and about internal and external feelings and connections. According to some experts, organizational culture may be thought of as a continuum, with participatory culture at one end and authoritarian culture at the other. It has the potential to improve employee performance if the underlying mechanisms are understood. Thus, an organization's culture educates employees about the firm's history and present ways of operation, orienting them to expected and acceptable future organizational behaviors and standards.

Every organisation, library inclusive, has a unique personality, system, and style, these have a strong influence on its workers in the way they act, dress, talk, etc. For instance, the banking firm has a peculiar way they dress and act. In the library, there are certain internal values, norms, and behaviours expected. A library's culture is expressed via signs, sagas, ceremonies, and rituals. By gaining a knowledge of a library's culture, one obtains an insight of the organization's fundamental beliefs and assumptions, as well as what motivates and drives the behavior of people inside the library. (Martin, 2013).

Organizational culture is formed from the external environment, experiences encountered in the past, and including day activities of the organization. The connections between the organisation and its employees form and shape the culture, and so do the organization's existence, the breadth of its shared history, the effectiveness with which culture is taught to new members, and the founders' values and principles. Without a long history, strong foundational principles, or committed employees, an organization's culture will be frail (Martin, 2013).

Organisational culture is the fundamental key to the establishment of a healthy and stable organisation. Organisational culture can be described as a work practice, values, beliefs, norms, and behaviour pattern that form the core value of a particular organisation. Al-Khrabsheh, Abo-Murad and Bourini (2018) pointed out that organizational culture is an unstable entity that is impacted by personal characteristics, preferences, and traits, and that is a usually acceptable state of affairs. Organisational culture establishes the rules that govern the attitude and action of a particular organisation, it is an umbrella that guides the employee and let them know exactly what is required of them at any given time. Various researchers such as (van den Berg & Wilderom 2004; Awan & Mahmood, 2010; and Sokro, 2012) stated that orgnisational culture varies from organisation to organisation. Organisation with a high value of organisational culture tended to have low turnover intention. Similary, Alzubi (2018) rightly stated that organizational culture is one of the strongest factors that can be used to predict employee turnover. The effectiveness of the library organisation in achieving success depends on the organisational culture of the library. Any organization's culture may have a major impact on employees' intentions to quit or stay. (Idiegbeyan-Ose, Opeke & Nwokeoma, 2018). Humane organizational cultures may result in employee intention to leave the organization.

The term "culture" refers to "the manner in which things are done within a community." It establishes priorities and expectations, enabling individuals to learn and comprehend what is essential, and then distinguishing between behaviors that result in punishment

and those that result in reward. (Sokro 2012). Organisational culture builds up energy and decreases the high rate of turnover intention. The energy will create an increase in the job performance of the employee. It is a huge problem for an organisation to retain its employee. For the library administration to stay at the cutting edge, the focus should be on positive organisational culture because it will enhance the behaviour pattern of the employee and increase commitment towards their job performance

No doubt, organizational culture is one prominent reason/ factor for turnover intentions in libraries. Al Saifi (2015) posits that the impacts of organizational culture may be described as follows: understanding an organization's culture enables workers to comprehend both its past and present ways of operation. Second, organizational culture may foster loyalty to the organization's ideology and ideals. Thirdly, organizational culture serves as a control mechanism, channelling undesirable behavior toward desirable ones. Finally, certain organizational cultures may be directly correlated with greater performance than others. Turnover intentions in libraries are often related to the organizational culture found therein. No wonder, Omeluzor (2018) noted wherein "A strong organizational culture is one of the elements that contribute to workers remaining with the organization. If employees are dissatisfied with the organisation's culture, workplace environment, or management structure, the likelihood is that they might resign. It is frequently asserted that organizations may attract and inspire people through the adoption of the finest organizational culture. As a result, it may encourage people to continue working for the organizations ".

Notably, turnover intentions based on the organisational structure may differ between male and female library personnel as well as ranks of librarians. For instance, in a study conducted by Noh (2010) examines the factors impacting the professional progress of librarians and chief librarians. While 25.5 percent of librarians place a premium on compensation and working conditions, 19.2 percent of chief librarians place a premium on business culture.

Based on the percentage of beginning occupations chosen in each job category, Nok's study identified the most popular career paths taken by librarians and chief librarians. 92.9 percent of public librarians answered that they have worked only in public libraries throughout their careers. Additionally, librarians' average tenure declined from the initial to the fourth professional phase, despite their intention to remain in their current position the longest (157.8 months). Chief librarians, on the other hand, have a single principal career in which they have spent the most of their time (116 months). This initial career path refers to the position immediately preceding the current place of work. Furthermore, Noh (2010) revealed that public librarians (7.1%), library automation system developers, and information workers at MARC businesses had the lowest and highest turnover rates, respectively (100 percent). On the other hand, we estimated retention rates for all other positions as well. 6.2 percent of school librarians returned to school libraries after working in other types of libraries. This is the greatest rate of return to former employment.

OBJECTIVES OF THE STUDY

Specifically, the specific objectives were to determine, the relationship between:
1.   Organizational culture and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

RESEARCH QUESTION

The following research question were formulated to be answered by the study
1.   What is the relationship between organizational culture and turnover intentions of library personnel in private university libraries in South-South, Nigeria?

HYPOTHESES

The following null hypotheses were formulated for the study and tested at a 0.05 level of significance:
1.   There is no significant relationship between organizational culture and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

An Analysis of the Relationship between Organisational Culture and Turnover Intentions of Library Personnel in Private University Libraries in South-South, Nigeria

METHODOLOGY

This study adopted a correlational survey design. The correlational design establishes the type of relationships that exist between or among two or more variables. It will be limited to all the six states which make up South-South, geo-political zone Nigeria, namely, Akwa-Ibom State, Bayelsa State, Cross-Rivers State, Delta State, Edo State, and Rivers State. The population of the study comprised all one hundred and thirteen (113) library personnel working in the libraries at the fourteen (14) private universities in South-South, Nigeria (Source: NUC, and Administrative offices of the libraries). The main research instrument for this study was the questionnaire. The descriptive statistics of Pearson Product Moment Correlational Coefficient (PPMCC) (r) was used to analyse data for all the research questions. The result is calculated and interpreted from -1 to +1 using the 5-way guide by Nwana in Nworgu (2015) as follows:
- 0.00 - 0.20 = very low relationship;

- Above 0.20 - 0.40 = low relationship
- Above 0.40 - 0.60 = medium relationship
- Above 0.60 - 0.80 = high relationship
- 0.80 and above = very high relationship

All analysis was done using Statistical Package for the Social Sciences (SPSS); version. Standard linear regression analysis was used to test all the null hypotheses on 0.05 level of significance. Where the calculated value is less than the probability level (0.05), the null hypothesis was rejected and the alternative hypothesis accepted.

RESULTS

Data were analysed, summarized, and presented in line with the research question that guided the study.

Research Question 1: What is the relationship between organisational culture and turnover intentions of library personnel in private universities libraries in South-South, Nigeria?

Table 1: Pearson's Correlation Co-efficient Analysis of the Relationship between Organisational Culture and Turnover Intentions of Library Personnel

Variables	Mean	Std	N	r	R^2
Organisational Culture	39.80	4.823	103	-0.60	0.41
Turnover Intentions	27.20	7.669	103		

Table 1 unveils the result of the relationship between organisational culture and turnover intentions of library personnel in private university libraries in South-South, Nigeria. It shows that the correlation coefficient (r) is -0.60. This is an indication that there is a negative high relationship between organisational culture and turnover intentions of library personnel. This implies that turnover intentions increase when the organisational culture is poor and decreases when the organisational culture is staff

welfare and wellbeing centered. The result in the table also shows that the coefficient of determination (R2) associated with the correlation coefficient (r) of 0.60 is 0.41. This implies that 41% of organisational culture is associated with turnover intentions of library personnel in the libraries.

HO₁: There is no significant relationship between organizational culture and turnover intentions of library personnel in private university libraries in South-South, Nigeria.

Table 2: Standard Regression Analysis of the Relationship between Organisational Culture and Turnover Intentions of Library Personnel

Model	Sum of Squares	Df	Mean Square	F	Sig	Decision
Regression	2609.473	1	2609.473	77.763	0.00	Rejected
Residual	3389.245	101	33.557			
Total	5998.718	102				

Table 2 indicates that the obtained F-ratio 77.763 is significant at the 0.00 level. The null hypothesis was rejected because 0.00 is less than the 0.05 probability level set for the study. It, therefore, can be inferred that organisational culture has a significant relationship with the turnover intentions of library personnel in private university libraries in South-South, Nigeria.

DISCUSSION OF FINDINGS

The study found that there is a negative high relationship between organisational culture and turnover intentions of the library personnel. The implication of this is that organisational culture that is human friendly lead to low rate of turnover intention of employee in private university libraries.

In the same vein, Omeluzor (2018) discovered that creating a favorable organisational culture in university libraries through training, promotion, salary payout, and recognition of worthy librarians has the ability to reduce turnover intentions. Buttressing on the finding, Alzubi (2018) rightly stated that organisational culture is one of the strongest variables that can be used to predict employee turnover. The finding suggests that turnover intentions increase when the organisational culture is poor and decrease when the organisational culture is staff welfare and well-being driven. These findings imply that peculiar culture; especially, as it concerns staff welfare and well-being of a library could contribute to the turnover intentions of the library personnel. It is an indication that the ways things go on in a library especially at the managerial level could prompt library personnel to seek an alternative place of work or remain committed to the services of the library.

In the same vein, the study found a significant relationship between organisational culture and the turnover intentions of library personnel. In support of this finding, Karimi and Rahimi (2020) found that promotion, career growth, pay, and supervision is organisational cultures that had a significant relationship with employees' turnover intentions. This implies that if workers are promoted on time and those who perform well are acknowledged through promotion,

employee turnover will be low; but, if this does not happen, individuals will seek better employment prospects and will quit the organisation. Organisational culture involves the peculiar and unique events and activities that happen in a particular library at the managerial and employee levels that the library personnel appreciate, accepts, or disapproves of. In some libraries, there could be much emphasis on the level of job input and productivity of the library personnel than the welfare and well-being of the library personnel. Whereas, in some libraries, in as much as the library staff is expected to perform credibly and effectively, the management does not play down on their welfare and wellbeing. Such conditions could constitute the reasons why library personnel could consider leaving or remaining in the library. This finding suggests that the library personnel would want to continue their services in a library that has the later organisational culture.

CONCLUSION AND RECOMMENDATIONS

The study was necessitated by the increase in the number of workers moving from private institutions to government institutions. The aim of this research was to ascertain variable that influence or predict turnover intentions of library personnel. Based on these findings, it was concluded that organisational culture that is human friendly lead to low rate of turnover intentions of employee in private university libraries. The study discovered a high level of organizational injustice among library staff in a private university library, which may lead to a high rate of staff turnover. This was connected to the fact that members of staff were not compensated fairly; they were not treated on merit, among other things. The study recommends that library management treat all employees on merit, as this will go a long way toward improving organisational commitment and could also reduce their rate of turnover intention, resulting in a high rate of operational efficiency. Finally the study recommends that private university administrators should revist some of their policies and working conditions. Also ensure that the full budgetary allocations are released to library managers to enhance their

organisational justice, staff welfare packages, protect their interest and well-being.

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